



FALL EDITION - 2011

DEPUTY DIRECTOR'S INFORMATION BOOTH

BY DENNIS PETRIE

Transformation is Not a Choice, it's a Must: The California Integrated Service Delivery Model



In early 2007, leadership from the Employment Development Department (EDD), Local Workforce Investment Boards, the California Workforce Investment Board, and the Labor and Workforce Development Agency came together to develop and pilot a more effective and efficient service delivery design for customers of One-Stop Career Centers. With the continued economic and fiscal pressures, coupled with higher demands for service and performance accountability, a fundamental change in California's delivery system for workforce services was bound to emerge. Five forces were driving the needed change: globalization, technology and telecommunications, regionalism; sustainable development, and labor and skills shortage.

The initiative was launched as an experiment from which the system would learn. For this reason, the participating locations were known as "Learning Labs" with the objective that every workforce area in California would eventually implement an integrated service delivery (ISD) model. The key elements of the innovation are:

- A **common pool** of customers
- A common set of services available to all customers in the pool through a **common customer flow**.
- **Integrated Staffing**: Shared staffing of the common service and customer flow.



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FOR YOUR INFORMATION:

President Obama's Proposed Jobs Creation Program

President Obama's proposed \$447 billion American Jobs Act of 2011 (S.1549) is a package of tax cuts, tax incentives, infrastructure investments, and other spending initiatives intended to spur job growth. Provisions include:

- Unemployment Insurance (UI) extension: One-year extension of the Emergency Unemployment Compensation (EUC) program which is to expire at the end of December, 2011.
- Reemployment Assistance: would require states to design more rigorous reemployment services for the longest-term UI claimants to assess eligibility and help them develop a work-search plan.
- Work-Sharing or Short Time Compensation: work-sharing to encourage employers to keep employees on the job at reduced hours rather than laying them off.

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◆ THE WSB MISSION:

"California's workforce system supports economic vitality by connecting people, training, and work".

◆ THE WSB VISION:

"California's workforce development system is innovative and integrated, promoting economic growth and advancing shared prosperity for California's employers and job seekers".



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- New Bridge to Work program: builds on innovative state programs encouraging job seekers to enroll in temporary on-the-job training that could lead to permanent jobs.
- Wage Insurance: encourage states to use UI to encourage long-term unemployed workers to return to work in new industries and occupations at lower wages than they earned recently while receiving partial compensation for the difference between the previous wages and the new wages.
- Startup Assistance: would help long-term unemployed workers start their own businesses.
- Tax Credits for Hiring the Long-Term Unemployed: tax credit of up to \$4,000 for hiring workers who have been looking for work for over 6 months.
- Low-Income Youth and Adults: provide opportunities to work and train in growth industries to:
 - 1) Support summer and year-round jobs for youth.
 - 2) Support subsidized employment, building from the successful Temporary Assistance to Needy Families (TANF) Emergency Contingency Fund.
- Prohibiting Employers from Discriminating Against Unemployed Workers: legislation that would make it unlawful to refuse to hire applicants solely because they are unemployed.

Funds provided under this Act may only be used for activities that are in addition to activities that would otherwise be available in the State or local area in the absence of such funds. The Department of Labor may establish additional requirements to ensure appropriate and prompt implementation of this Act, and is to report performance information and evaluation results to Congress and the public. ♦

Trivia and Facts:

CalJOBSSM Reaches 12 Million Jobs

In September CalJOBSSM hit the 12 million mark for job postings since its inception in the late '90s. The EDD estimates that the CalJOBSSM system has saved California employers more than \$3 billion for job ads at an average of \$250 per job posting.

INITIATIVES AND PROGRAMS ENDED JUNE 30, 2011

Green Jobs Corp

The pilot program's focus was to assist at-risk youth to develop job skills for the emerging green economy. The program will train at-risk youth for technical, construction and other skilled jobs in eco-friendly industries that are expected to help fuel economic recovery. Green Jobs Corps recruits will be expected to continue their education and contribute to their communities through community service activities while receiving job training and assistance with job placement. Across the state, 11 organizations trained at-risk youth for technical, construction, and other skilled jobs in the green economy. The program served 1,541 participants with 629 entered training, while 582 attained certificates, more than 50 participants attained high-school diplomas, 180 entered post secondary education, and 308 attained employment.

Industries With a Statewide Need

The \$4 million allotted to develop innovative programs to train 725 low-income, unemployed, and under-skilled Californians for occupations that employers designated as in-demand occupations, including network administrators, computer support specialists, alternative fuel mechanics, paramedics, pharmacy assistants, home health aides, medical coders, and dental assistants achieved more than anticipated with 2932 enrollments which equaled 101% of their planned enrollments.

Bridges to Success

The \$3.4 million to assist nearly 1,000 at-risk high school students to work towards securing long-term productive careers by improving their academic skills to graduate from secondary school and to achieve recognized certificates, diplomas, or degrees that will place them in jobs, education, or training programs successfully enrolled 987 participants reaching 101% of their planned enrollments.

Veterans' Employment-Related Assistance Program

\$12.7 million was allocated to help an expected 894 recently separated California veterans who served on active duty during a war or in a campaign find high-wage civilian jobs in the growing industries of the future, however, an astonishing 1063 veterans were able to receive services equaling 119% of planned participants. ♦



(l-r): Roman Diaz (SSMI), Francisco Macias (AGPA), Lucy Ruelas (retired SSMI), Alice Valverde (EPR-ABR*), Rigoberto Villegas (AGPA), Annie McCraw (AGPA), Luz Juarez (EPR-ABR), Gilbert Gonzalez (EPR-ABR), Cecilia Garduño (AGPA) and Steve Franco (RA AGPA). Absent: John Alcala (EPR-ABR) and Ruben Aceves (EPR-ABR) *Agri Business Representative

FEATURED WSB UNIT: THE AGRICULTURAL SERVICES UNIT (ASU)

ASU – Recruiting, Placing, and Protecting the Rights of U.S. Workers

The H-2A temporary agricultural program establishes a means for agricultural employers who anticipate a shortage of domestic workers to bring nonimmigrant foreign workers to the U.S. to perform agricultural labor or services of a temporary or seasonal nature. The employer is responsible for proving that: 1) there are not sufficient, able, willing, and qualified U.S. workers available to perform the temporary and seasonal agricultural employment for which an employer desires to import nonimmigrant foreign workers; and 2) employment of H-2A workers will not adversely affect the wages and working conditions of similarly employed U.S. workers.

As part of the Workforce Services Division and with a team of 11 staff members, the Agricultural Services Unit (ASU) supports the H-2A Program in California through three primary functions:

- Process Agricultural and Food Processing Clearance Orders from employers petitioning to bring foreign workers into the United States for agricultural labor.
- Conduct prevailing agricultural wage surveys.
- Inspect employer-subsidized housing for H2-A program participants.

Federally funded by a Foreign Labor Certification (FLC) Grant, the ASU promotes H-2A employment openings in CalJOBSSM by actively recruiting and placing U.S. job seekers into available positions. Five Agribusiness Representatives within the ASU conduct housing inspections throughout the State to ensure that the dwellings provided by the employers meet established housing standards. ASU staff also performs agricultural wage surveys to determine prevailing pay and practices relative to the job orders filed under the FLC Program. As directed by the FLC regulations, the surveys ensure that the use of foreign workers does not adversely affect the wages and working conditions of U.S. workers.

During fiscal year 2010, the ASU staff processed nearly 300 H-2A applications, conducted more than 800 housing inspections, and completed over 15 in-person prevailing wage surveys. ♦

"Our main goal is to test the labor market and recruit as many U.S. workers as possible to help minimize the need to bring in foreign workers," said Roman Diaz, ASU Manager. "To meet this goal, the ASU also coordinates the recruitment and referral of workers to H-2A job openings in other states."



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CALIFORNIA WORKFORCE SERVICES NETWORK

Same Job, New Tool

By Annette Wolfgang

Remember when you purchased your last car? So there you are sitting in your new (at least new to you) automobile – and then it dawns on you – all those new buttons, knobs and switches! You have no idea how to turn on the radio, sync your garage door opener or your Bluetooth, turn on the wipers or the headlights, manage the air conditioner... the list keeps going.

Now imagine that you ran a red light in your new car and a traffic officer pulled you over. The officer asks, "Did you see that red light?" and you answer, "Well yes, I saw it, but since I'm in a new car and don't know how to turn on the radio, I didn't think that I would need to stop at the red light." Do you think the officer would give you a ticket? I hear some of you say that the officer might want to check your blood alcohol level!

In a nutshell, while the car might be new, the rules of the road do not change and the years of experience you have driving do not disappear. Your hard-earned skills and your knowledge are still there. Within weeks or months, you are the master of your new car and those beginning unsure days of ownership are a thing of the past.

Now, let us think about the new California Workforce Services Network (CWSN). Several of you have worked in Workforce Services for years—remember the Comprehensive Employment Training Act (CETA), Job Training Partnership Act (JTPA) and Welfare to Work (WTW)? How about the Workforce Investment Act, Wagner-Peyser Act, and the Trade Adjustment Act? Your mind contains all of this knowledge—eligibility, documentation, available services and common performance measures—all those wonderful Department of Labor and State of California mandates. What about all the skills you use when serving our job seekers and employers – tact, understanding, and the ability to manage huge workloads?

When July 2, 2012 comes along bringing the implementation of CWSN, will you forget your knowledge and skills (much less the workload)? Of course not! Yes, you will have a new automated system to work with, but like the new car mentioned earlier, it is just a tool. Along with in-person training, part of the training effort for the

CWSN will be to provide Quick Start Guides. These guides will give you the basics of the CWSN – basically a "how to" open the door of your car, start it, adjust your mirror, and drive off. These guides will not teach you how to set your radio stations, turn on your hazard lights, change your oil or sync your Bluetooth—you don't need those tools the very first day, the very first minute in the new car. Those features will be presented in follow up training via online tutorials and additional materials over the following weeks and months, and in the master CWSN manual (owner's guide).

Remember, we know the rules of the road for Workforce Services; we just need to figure out how to operate our 21st century "car"! ♦

march of dimes

THE GIVING SPIRIT OF THE WORKFORCE SERVICES BRANCH

By Patricia Rey

The March of Dimes was established by President Franklin Delano Roosevelt to battle polio. With the original mission accomplished, the focus was shifted to preventing birth defects and infant mortality. The rising incidence of premature birth demands action, and the March of Dimes is responding with an intensive, multi-year campaign to raise awareness and find the causes of prematurity.

Babies born just a few weeks too soon can face serious health challenges and are at risk of lifelong disabilities. These efforts are based upon the following facts:

- 543,000 babies, or 1 in 8, are born prematurely each year.
- Premature birth is the number one killer of newborns.
- Premature babies cost ten times more than healthy babies (more than \$26 billion a year).

With more than 1,400 babies born too soon every day in this country, much work is still to be done. **November is Prematurity Awareness Month®**. The Workforce Services Branch can make a huge difference in the life of a child, a family, and an entire community. Please join me to help babies be born stronger and healthier. To contribute to the March of Dimes on behalf of the EDD, please visit http://www.marchforbabies.org/s_team_page.asp?Seld=1472088. Stay tuned for upcoming March of Dimes fundraising events. ♦

FEATURED PROGRAM: GREEN INNOVATIONS CHALLENGE

By Sandy Iwatsuru and Polly Forehand

Last year, the Labor and Workforce Development Agency, the California Workforce Investment Board, and the Employment Development Department awarded \$19 million in grants for the development and implementation of new workforce training strategies for almost 1,700 Californians in ground-breaking jobs in the clean and green industries



Solar Photovoltaics (PV) System Design training is provided to unemployed engineers in Silicon Valley as part of the SolarTech Workforce Innovations Collaborative through Foothill-DeAnza Community College District, NOVA Workforce Board and SolarTech. An engineer learns fundamental technical skills for photovoltaics that apply to the design of commercial systems at the Solar Training Institute lab in San Jose.

During the first year of the Green Innovation Challenge (GIC) program, grantees have established business-led partnerships to find innovative methods to increase current and future employment within the green economy to support growth for up to ten years. Projects are designed to meet a set of critical required skills in a broad range of clean technologies:

- Renewable energy generation
- Energy efficiency
- Alternative and renewable fuels
- Biofuels/Industrial biotechnology
- Hybrid/electric vehicles
- Water efficiency

By the second year of the program, the GIC projects are collaborating with entities in higher education, workforce development, economic development, employee and scientific associations, along with venture capital entities or other organizations pivotal to making the program successful in the short and long term. With their focus on industry driven development, grantees continue to steer commercialization and market needs while training and placing workers in jobs that are in demand.

The main emphasis of the business-led workforce and education partnerships are:

- To develop data-driven expertise and to identify workforce needs by targeting a specific clean technology industry.
- To build upon existing industry-focused partnerships.
- To address the immediate and long term workforce needs of businesses and the training, employment, and career advancement needs of workers.
- To bolster economic competitiveness by aligning and leveraging of resources.
- To support and promote innovation for the benefit of industries, workers, and communities.

California continues to make great strides through projects in ground-breaking clean energy and environmental technologies creating new economic and job opportunities. Currently, there are at least 298 green job training programs in California, offered by 130 institutions. These programs include multi-year apprenticeships, community college programs for career entry, and short-term certification-preparation courses for unemployed or underemployed workers. The GIC is one relevant example that collaborations from the targeted industry can get the workforce ready to meet and support the demands of this new economy. ♦

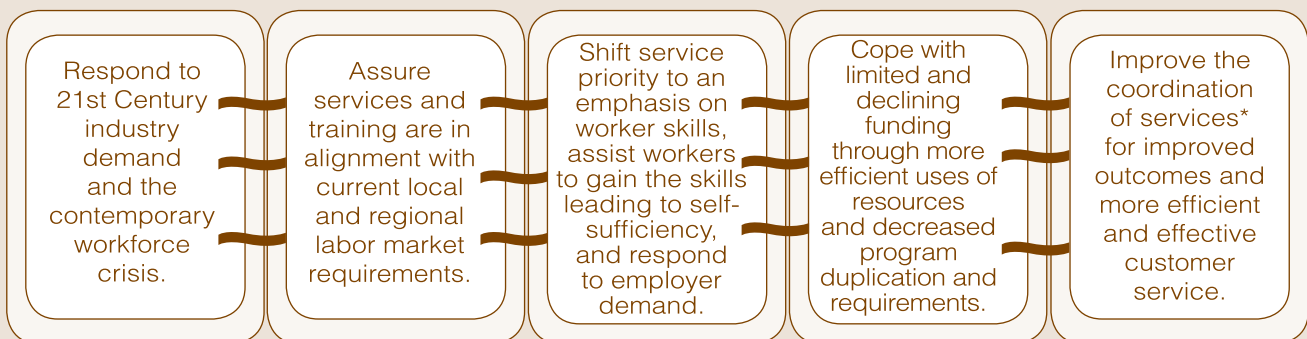
Deputy Director's Message Continued

In 2008, a group of 12 local areas volunteered to become "Learning Labs" and were immediately called the **Coalition of the Willing**. All key programs that assist the unemployed would be located together, ideally under one roof, to:

1. Increase the number of people enrolled.
2. Help every enrollee understand his or her skills,
3. Help every enrollee improve his or her skills.
4. Every enrollee will get a better job with his or her skills.



An effective ISD model would:



** WIA and Wagner-Peyser Act funded services, Trade Adjustment Act, Unemployment Insurance, Veterans and Migrant Seasonal Farmworker programs.*

In 2010, a team of researchers at California State University, Northridge (CSUN), lead by Dr. Rick Moore, conducted an evaluation of the ISD initiative and proposed the following strategic actions:

1. Encourage and support, but do not mandate the existing ISD model.
2. Have all local areas enroll all clients.

To implement these strategies, researchers recommended the following policies:

1. EDD presence in all comprehensive One-Stops within five years.
2. Shared performance measures and data management system for the operations of partners and the EDD.
3. Preference for discretionary funds for integrated sites.
4. Continued support of identification, evaluation, and dissemination of best practices.

The CSUN team arduously assessed the effectiveness and overall impact of the ISD versus the non-ISD facilities. The results showed no significant differences in:

- Volume of service
- Cost per client
- Business services

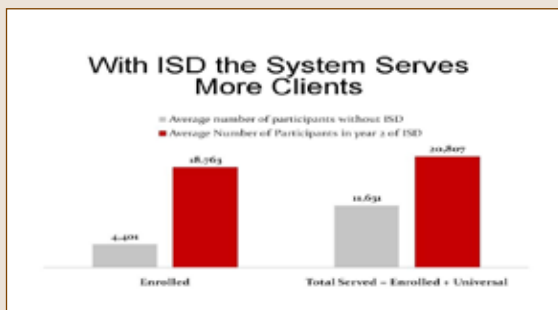
*The unique practice by the ISD to formally enroll all clients in Workforce Investment Act (WIA), rather than have a pool of universal clients, had a **profound impact** on the sheer volume of people served.*

Due to the excellent work of the Local Workforce Investment Areas and Workforce Services Branch staff, customer satisfaction was relatively high across the board in all (ISD and non-ISD) One-Stops studied. **Keeping customers happy is clearly determined by the quality of service provided by the local management and staff rather than the larger program design. Kudos to all of you!**

As a natural process of disseminating best practices, this study also found that many ISD practices had already spread to non-ISD sites. As ISD continues to evolve, ongoing research can assess the impact of innovations on performance outcomes.

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I would like to personally thank the California Workforce Investment Board and the CSUN for their continued support and participation in this initiative, and especially commend the work and efforts of the entire California team, because what we accomplished and recorded since the debut of the ISD model, is first of its kind nationally. We are a true example of how full collaboration can only enhance and raise the bar of the public workforce system for the benefit of all Americans. ♦

"If the pace of change inside the organization is slower than the pace of change outside the organization...the end is near."

*~Jack Welch, Retired CEO
General Electric*



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COMING UP...

October 14, 2011

IAWP District XV Educational Conference
International Association of Workforce Professionals (IAWP)
Radisson Hotel, San Jose

October 17 - 18, 2011

Green California Community Colleges Summit & Exposition
Pasadena Convention Center, Pasadena

Honor A Hero, Hire A VetSM Job and Resource Fairs*

October 20, 2011

McClellan Park's Lions Gate,
Sacramento

October 27, 2011

Warner Center Marriott, Woodland Hills

November 1, 2011

Scottish Rite Center, Oakland

November 3, 2011

Airport Garden Hotel, San Jose

November 3, 2011

Double Tree Hotel, San Diego

November 9, 2011

The Proud Bird, Los Angeles

*Locations and dates are subject to change. Please visit http://www.edd.ca.gov/Jobs_and_Training/Job_Fairs_and_Events.htm for updated information. ♦